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OFFICE OF TRAINING

Introductory Statement

Over-all activities of the Office of Training continued at about the same high level as in Fiscal Year 1959. However, an important development in Fiscal Year 1960 was the decision by the Agency to utilize the Junior Officer Training Program as a principal means of recruiting and training junior professional employees. As a result it is planned that the Program will increase to a total of 188 trainees for Fiscal Year 1961 and 263 trainees for Fiscal Year 1962. In order to handle these larger groups, there will henceforth be two classes of 30 weeks each for the integrated basic training program. It is expected that most trainees will remain in formal training and on-the-desk training for approximately two years.

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A total of 2,588 foreign language proficiency tests were given and 1,578 language awards granted for a total of \$217,575. Agency regulations on language training were revised on the basis of previous experience with the Voluntary Language Training Program in an attempt to channel into the Program those persons who could reasonably be expected to use a foreign language in the course of their assignments with the Agency. This action should cause a decline in the number of trainees, although the saving in costs will be offset by the increased cost of tutorial language training, the demands for which are increasing at a rapid rate. This training is conducted by contract personnel employed on an hourly basis and is required in those instances where demands are too small to justify organization of formal classes or where security considerations prevent the individuals from receiving training in Agency buildings.

A motion picture was completed covering "Security". It will be used in connection with the briefing of all personnel going overseas and will be shown in various courses conducted by the Office of Training. A training film covering the various offices of the Intelligence Area will be produced in Fiscal Year 1961.

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Introductory Statement (Cont'd)

Also, research and scripting will be started on a film covering audio-countermeasures which will be used in connection with the briefing of all individuals going overseas as well as in formal training courses.

During the latter part of Fiscal Year 1960, the Director of Training and the Deputy Director of Training visited all senior service schools of the Department of Defense in order to discuss an expansion of the coverage of the Agency of those schools. Plans are being developed for this expansion and more time will be spent by Office of Training personnel in lectures and seminars at the schools.

Conversion of all research activities of the Assessment & Evaluation Staff to computer process will be completed in Fiscal Year 1961. This conversion is resulting in a gradual decrease in the number of employees assigned to this staff.

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OFFICE OF TRAINING

NARRATIVE JUSTIFICATION

Executive Direction, Policy Guidance and Administrative Support

General:

This activity includes the executive direction required for the development of policies, plans and programs for the Office of Training, the coordination of Agency training activities and the administrative support services.

Accomplishments Fiscal Year 1960:

As outlined in the Introductory Statement, the principal developments in Fiscal Year 1960 involving major executive decisions were the expansion of the Junior Officer Training Program, 25X1A

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During the year the Plans and Policy Staff, in cooperation with the Language and Area School, made a detailed study of the Area Training Program. As a result this program has been reoriented to a concentration on preparation of personnel for overseas assignments rather than to provide general area training for headquarters personnel. This modification is in accordance with the recommendations of the Operations Coordinating Board covering preparation of all government personnel for overseas duty.

In order to improve the quality of instruction and broaden the use of audio visual aids in teaching, an Educational Specialist was assigned to the Plans & Policy Staff. This individual monitored most of the training courses and recommendations for improvement are being made. Also, an instructor training course was developed which includes four weeks of speech and conference techniques for faculty members and intensive orientation for all new instructors.

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NARRATIVE JUSTIFICATION (Cont'd)

Executive Direction, Policy Guidance and Administrative Support (Cont'd)

Objectives Fiscal Year 1961:

Intensive study will be made regarding the length and course content of the integrated training program for Junior Officer Trainees. The program is oriented toward the development of generalists for assignment in all professional fields of the Agency.

A new basic three-months paramilitary course is being developed to qualify young officers for service with a Contingency Task Force whenever such a force is required by the Clandestine Services. As soon as the content of this course is firmly established, a study will be made to determine possible adaptation of certain portions to the Agency Reserve Training Program.

During this fiscal year an Instructors Handbook will be produced. This will serve as an orientation manual for new instructors and will give in detail the various instructional services and support facilities available to the instructors staff.

Objectives Fiscal Year 1962:

The workload of this activity should not change materially during Fiscal Year 1962 unless new requirements are levied on the Office of Training by Agency components. However, a great deal of time and effort will be required to establish our training programs in the facilities to be provided in the new Agency building and to arrange continuation of effective training at the Field Training Station while construction work is in progress.

Explanation of Changes in Financial Requirements Fiscal Year 1962 over Fiscal Year 1961:

Periodic pay increases and corresponding increases in insurance and retirement contributions are partially offset by the non-recurring item for pay in excess of 52 weeks. The non-recurring equipment items in Fiscal Year 1961 account for the decrease in non-personal services requirements.

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NARRATIVE JUSTIFICATION (Cont'd)

Registration and Processing of Trainees (Cont'd)

General: (Cont'd)

conducted by the Office of Training. It is also the office of approval, coordination of arrangements, and financial support for training provided Agency employees at non-CIA facilities. The Staff approves, guides, and monitors training programs conducted at headquarters by other components of the Agency; administers the granting of foreign language proficiency awards in conjunction with the Agency's Language Development Program; and edits and publishes information on internal and external training programs.

Accomplishments Fiscal Year 1960:

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[Redacted]  
The Agency Training Record was expanded to include selected external programs and non-Office of Training internal courses.

A series of three-day orientations for Training Officers and one-day orientations for Training Assistants was presented for 38 individuals.

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NARRATIVE JUSTIFICATION (Cont'd)

Registration and Processing of Trainees (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

The Registrar Staff was reorganized late in FY 1960 in order to effect increased efficiency and economy in personnel resources and to absorb added functions.

Objectives Fiscal Years 1961 and 1962:

The Registrar Staff will continue its basic functions of reviewing applications and enrolling Agency employees in Office of Training courses and in training programs at non-CIA facilities. It is estimated that internal training requirements will be comparable to the Fiscal Year 1960 level, varying primarily in accordance with adjustments in regular Office of Training course offerings and the development of special purpose programs.

External training estimates and applications will be subjected to more stringent evaluation and controls but the number of employees placed in training should approximate the total enrolled in Fiscal Year 1960. Qualifications Review Panels will be employed more extensively in selected instances of proposed full-time external training. Probably the number of non-CIA institutions used will increase somewhat as further knowledge and experience are gained in the exploitation of external facilities.

A revision of the Handbook on the Language Development Program will be prepared for publication.

Clandestine Services editions of the Office of Training Bulletin, the 1961 Schedules of Office of Training courses, three editions of the Office of Training Catalog, and a Guide for Training Officers will be published.

The Agency Training Record will be critically examined with a view to modifying coded data so that the Record will reflect information of maximum usefulness. The planning for a revised

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NARRATIVE JUSTIFICATION (Cont'd)

Registration and Processing of Trainees (Cont'd)

Objectives Fiscal Years 1961 and 1962: (Cont'd)

format will be accomplished as a prelude to conversion of machine records to RCA 501 equipment. As a newly acquired responsibility, the Registrar Staff will also establish and maintain a record of armed services personnel trained by the Agency.

Explanation of Changes in Financial Requirements Fiscal Year 1962 over Fiscal Year 1961:



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NARRATIVE JUSTIFICATION (Cont'd)

Assessment and Evaluation (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

personnel management processes of the Agency.

The staff reorganization was accomplished by strengthening the Assessment Branch and reducing efforts and personnel in other activities. The training evaluation function was transferred from this staff to school and staff training staff positions where it could be more efficiently performed. The research activities were reduced to the minimum essential to support current operating programs. Good progress was made in the conversion of data processing and analysis to the computer. The Table of Organization was reduced from [redacted] positions, and the staff is being reduced correspondingly through resignations and transfers to other offices of Office of Training.

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Standard testing programs were reduced from 8,185 in Fiscal Year 1959 to 6,864 in Fiscal Year 1960. A large percentage of this difference is due to a drop in the number of clerical applicants tested in the field.

A major research accomplishment was a study to determine distinguishing tested characteristics--abilities, attitudes, temperament, and interests--of about fifteen Agency professional job groups (e.g., Foreign Intelligence Operations Officers, Economic Analysts). The use of advanced statistical techniques for this study was possible by availability of an electronic computer at cost of operation through one of our consultants. The results of the study provide an

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NARRATIVE JUSTIFICATION (Cont'd)

Assessment and Evaluation (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

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Objectives Fiscal Years 1961 and 1962:

The Assessment and Evaluation Staff will continue to place greater emphasis upon supporting requirements of the expanded Junior Officer Training program and of the Clandestine Services. A continuous attempt will be made to develop assessment techniques and methods which are adaptable to operational programs.

The conversion of the research activities to computer processes will be completed. It is anticipated that the greater research productivity will make additional staff employees available for transfer to other positions in the Agency.

A new emphasis will be placed upon including in training programs for operational personnel information concerning the types of Clandestine Services problems for which psychological services can provide assistance.

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NARRATIVE JUSTIFICATION (Cont'd)

Audio-Visual Aids Support

General:

25X1A This activity provides audio and visual aids and related support, including projectionist services, for all training programs at Headquarters. It also provides technical support to the Training Aids Unit [REDACTED]

Accomplishments Fiscal Year 1960:

The motion picture unit spent almost of the fiscal year shooting the script for a film dealing with "Security" which will be used for training purposes by both the Office of Security and the Office of Training. The film is now being edited and may cut to 12 reels or approximately 2 hours running time. Seventy-five Agency employees were used as actors in this production which required 58 sets, 23 of which were constructed by film unit personnel on the sound stage.

Part I of the script of a film dealing with Deputy Director (Intelligence) activities was completed and approved. Scripting continues on Parts II and III.

Approximately 2,000 additional feet of film was shot to record construction progress on the new Agency building at Langley, Virginia.

Approximately 27,000 feet of stock footage was screened of which 2,000 feet was selected for use in film production.

In the Audio Aids Section, three hundred and eighty-seven (387) hours of training instruction were tape recorded. Eleven hundred and ninety-nine (1,199) films were obtained from Graphics Register and exhibited within the Office of Training, both at Headquarters [REDACTED]

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NARRATIVE JUSTIFICATION (Cont'd)

Audio-Visual Aids Support (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

Of this total, 673 film projections were made by personnel of the Audio Aids Section, including 91 which were previewed for possible permanent retention for use in training courses. Sixty-three (63) films were purchased and added to the Office of Training film library. Fourteen hundred and seventy-five (1,475) hours of maintenance were performed, involving repair and over-haul of approximately 400 pieces of equipment.

The major portion of production in the Visual Aids Section consisted of the following, by categories: ART-235 items including charts, posters, large drawings, illustrations and designs for reproduction; PHOTOGRAPHY-306 photographs and/or ammonia process slides, retouched negatives and prints; EXHIBITS-93 items including three-dimensional displays of wood or metal construction with electrical wiring models, framing of maps and photographs, and props for the film unit; 180 magnet and sandpaper devices and 3 major training aids incorporating a total of 1,910 separate items for classroom or course use.

Objectives Fiscal Years 1961 and 1962:

During the current fiscal year the first order of business for the motion picture unit will be to complete production of the "Security" film. This involves working closely with the contractor (Capital Film Laboratories) during the editorial phase, presenting an interlock showing to Agency personnel who collaborated on the script, and, after making any necessary revisions to the film, obtaining a finished projection print from the contractor.

This activity then plans to produce the film dealing with Intelligence activities. This will require finishing scripting and obtaining approval of Parts II and III. The finished film should run 8 to 9 reels or 80 to 90 minutes running time, and will probably require the remainder of this fiscal year to shoot since production of Part I will not commence until late September.

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NARRATIVE JUSTIFICATION (Cont'd)

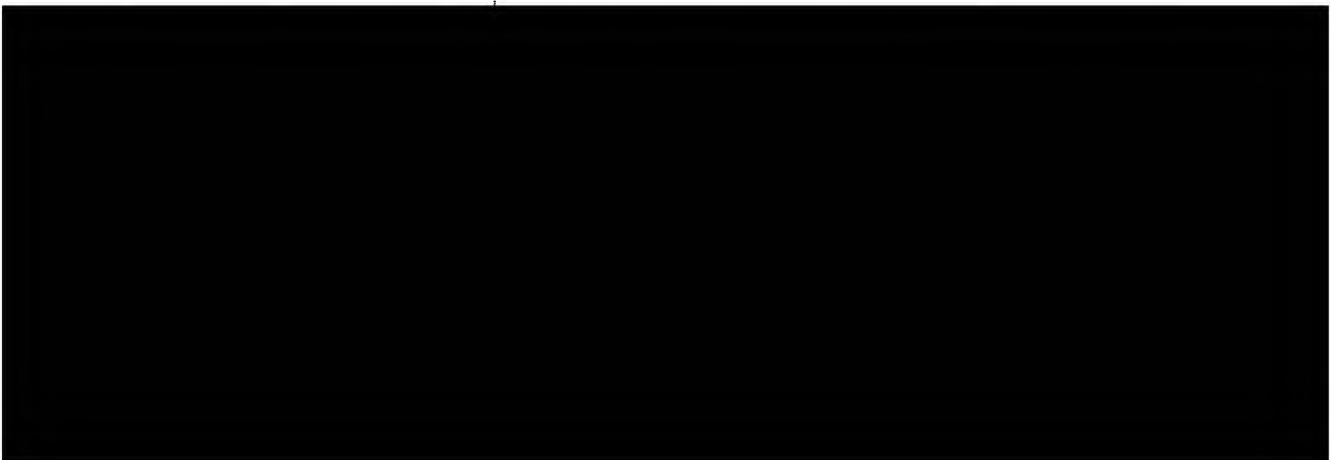
Audio-Visual Aids Support (Cont'd)

Objectives Fiscal Years 1961 and 1962: (Cont'd)

Provided approval is obtained to produce a film dealing with audio-countermeasures, preliminary research and scripting will commence during the current fiscal year.

Explanation of Changes in Financial Requirements Fiscal Year 1962 over Fiscal Year 1961:

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NARRATIVE JUSTIFICATION (Cont'd)

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Audio-Visual Aids Support (Cont'd)



Intelligence and Support Training

General:

This activity conducts training programs related to the principles, methods, organizations, and activities of national intelligence and other training programs necessary to meet Agency requirements, except language and area training, clandestine operations training, and international Communism and the USSR training.

Accomplishments Fiscal Year 1960:

Three Support Exhibits were attended by approximately 250 persons. Five Intelligence Products Exhibits were attended by approximately 800 persons -- 550 United States Intelligence Board visitors and 250 Agency personnel.

The Intelligence School sponsored the weekly Office of Current Intelligence Briefings. The series of 40 briefings was attended by a total of 1,128 persons.

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NARRATIVE JUSTIFICATION (Cont'd)

Intelligence and Support Training (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

In addition to developing and administering the introduction to the Intelligence Phase of the Junior Officer Training Program for 70 trainees, the Intelligence Orientation Faculty developed and conducted a six-day program of orientation and familiarization tours and briefings, inside and outside the Agency, for 52 trainees.

During Fiscal Year 1960 the Intelligence Orientation Faculty conducted a Signal Center Refresher Course for Communications people, a Printing Services Refresher Course for printing supervisors, and a refresher course for administrative and support personnel. [REDACTED]

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[REDACTED] The Faculty developed also a program for a one-week Intelligence Review Course to begin in the Fall, 1960, and developed and presented a series of six African seminars.

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An Intelligence Orientation instructor, [REDACTED] developed and submitted a proposal for an Agency Mid-Career Course.

The first two stages of development of the Intelligence Orientation Correspondence Course were completed in Fiscal Year 1960.

A new capability for instruction in Photo Intelligence Techniques was added to the Intelligence Production Staff. The first instruction in Photo Intelligence given to a group of Junior Officer Trainees was presented to the Intelligence Production Course in March 1960. A new three-week course (27 hours) in Map and Photo Reading, including practical work in the interpretation of maps as well as of ground and aerial photography, was given for the first time to a class of 13 Agency analysts.

The interviewing Techniques Course, a new course dealing with an intelligence debriefing, was given three times in condensed form during Fiscal Year 1960. One presentation was given to

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NARRATIVE JUSTIFICATION (Cont'd)

Intelligence and Support Training (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

Office of Operations Contact Officers, one presentation to members of a class at the Strategic Intelligence School, and one presentation to members of the 1960 Intelligence Production Class.

A number of major improvements were incorporated into the Intelligence Production Course -- the Office of Current Intelligence phase of the course was expanded to two weeks, a unit on propaganda analysis was added, a section on photographic intelligence techniques was included, instruction in activities of the Office of Basic Intelligence was expanded to a full day of work in the Office and a portion of the Intelligence Techniques was included. Student contacts with analysts in all parts of the Intelligence Area were increased by adding several additional field trips and interviews. A one-day trip [REDACTED] was also included.

25X1A To implement the tri-level Writing Workshops, which started in June 1959, a number of new exercises were developed and old exercises revised. At the request of the Deputy Director (Support), two special writing workshops were conducted for senior officials of the Support offices. One of these workshops stressed the writing of Regulations, and the other dealt with administrative writing problems of Support officials.

A writing guide was prepared for use in the Intelligence Production Course, as well as in the Writing Workshops.

During Fiscal Year 1960 the Management Training Faculty experimented with and added several new techniques of instruction. The Faculty developed a level of flexibility in the presentation of Management and Supervision courses that enables the instructors to reorganize courses to meet the needs of both students and requesting components, to replace one another as lecturers in almost every course, and to add new cases and lecture material without disrupting the course presentations.

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NARRATIVE JUSTIFICATION (Cont'd)

Intelligence and Support Training (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

Revision of case study material in support training continued. A Tradecraft Study Guide was prepared for use in Administrative Procedures, and additional instruction was offered in the Operations Support Course. Besides refresher courses in travel, and in dispatch and cable writing, the Operations Support Faculty expanded its courses to include a new film to be used as a teaching and testing instrument, a basic lecture on International Communism and new material on Counter-Audio Measures. The Personnel Officers' Training Course has been revised and will be offered four times a year.

In September 1959 the function of briefing Senior U.S. Officials was transferred from the Plans Area to the Office of Training Orientation and Briefing Officer. In addition to the new briefing function, the Office of Training Orientation and Briefing Officer began a new coordinating function of scheduling, coordinating, and administering programs for Agency briefers involved in briefings of senior U.S. officials.

Lectures on a recurring basis were given for the first time by the Office of Training Orientation and Briefing Officer at the Military Assistance Institute, at American University, at the Army Map Service, in the Clandestine Services Review, in the Junior Officer Trainee Integrated Course, and in a special course for military personnel.

Some significant changes in scope of existing programs developed in the office of the Orientation and Briefing Officer: there was a 130% increase over Fiscal Year 1959 in the number of briefing programs of Senior Foreign Officials, attendance in dependents' briefings was up 173% from Fiscal Year 1959, and attendance in the CIA Review was up 52% from Fiscal Year 1959. During Fiscal Year 1960 the total number of briefings increased over Fiscal Year 1959 by 67% -- summary figures for Fiscal Year 1960 show 252 programs conducted with 4,982 persons attending.

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NARRATIVE JUSTIFICATION (Cont'd)

Intelligence and Support Training (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

During Fiscal Year 1960, the Orientation and Briefing Officer had assistance from two instructors; an Intelligence Orientation Faculty member spent 25% of his time in giving briefings to Agency, USIB, and foreign personnel; and the Chief of the Operations Support Faculty assisted in eight dependents briefings.

Assistance was provided to the Foreign Service Institute in several programs, including the monthly Entrance-on-Duty and Mid-Career courses for Foreign Service officers. The staff also participated in programs at the Strategic Intelligence School, Naval Intelligence, the Air War College, and Reserve Officer groups.

During Fiscal Year 1960 external and in-service training was given to Intelligence School personnel.

The following schedule outlines in further detail intelligence courses conducted in Fiscal Year 1960:

<u>Name of Course</u>	<u>No. of Hours</u>	<u>Times Given</u>	<u>No. of Participants</u>
Conference Techniques .....	24	3	37
Effective Speaking .....	24	3	41
Effective Writing .....	20	2	36
Intelligence Production .....	480	1	5
Intelligence Research (Map & Photo Reading)	27	1	13
OO/C Refresher (#15) .....	70	1	19
(#16) .....	98	1	25
Skills Familiarization (now IT) .....	200	1	79

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NARRATIVE JUSTIFICATION (Cont'd)

Intelligence and Support Training (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

<u>Name of Course</u>	<u>No. of Hours</u>	<u>Times Given</u>	<u>No. of Participants</u>
Writing Workshops, all types .....	27	12	124
Intelligence Orientation .....	80	5)	
	40	2)	308
Signal Center Refresher Course .....	18	1	15
Printing Service Refresher Course .....	18	1	11
Orientation and Familiarization Tours and Briefings .....	48	1	52
Refresher Course at the Domestic Training Station for Administrative & Support people	16	1	11
Introduction to Intelligence Phase of JOT Course .....	96	1	70
African Seminars .....	12	6	229
Management .....	20-40	9	126
Supervision .....	16-40	11	130
Clerical Training Programs including 43 Orientation Courses .....	20-40	as needed	2,255
Briefings of Senior Foreign Officials .....		90	336
Briefings of U.S. Officials .....		91	2,396
Briefings of CIA Dependents .....		14	227
Briefings of CIA Personnel .....		53	1,966
Operations Support .....	200	5	84
Administrative Procedures .....	120	7	262
Budget and Finance Procedures .....	80	6	47

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NARRATIVE JUSTIFICATION (Cont'd)

Intelligence and Support Training (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

<u>Name of Course</u>	<u>No. of Hours</u>	<u>Times Given</u>	<u>No. of Participants</u>
Travel Refresher .....	40	1	13
Dispatch and Cable Refresher .....	8	1	11
Tutorial Instructions (Finance & Logistics on a special request basis).....	440	14	17

Objectives Fiscal Years 1961 and 1962:

Continued improvement in the quality of training will be stressed particularly in two elements of the Junior Officer Training Program: the Intelligence Techniques Course and the Intelligence Production Course.

In response to inquiries from various components, the Intelligence Production Faculty plans to extend the Map Reading Course and to prepare special presentations in Map Reading and Photo Intelligence.

Intelligence Production Faculty anticipates the development of several new writing courses for special groups -- for example, an advanced Writing Workshop for Clandestine Services officials, a workshop for Communications instructions at the Agency [REDACTED] and additional workshops for senior officials in the Support Area.

In addition, the Intelligence Production Faculty plans to develop courses in Science Familiarization and in Intelligence Indicators and to offer the Intelligence Interviewing Techniques Course as a part-time course for groups of Headquarters intelligence officers.

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NARRATIVE JUSTIFICATION (Cont'd)

Intelligence and Support Training (Cont'd)

Objectives Fiscal Years 1961 and 1962: (Cont'd)

The text, Intelligence Research Facilities and Techniques, will continue to be revised.

The Intelligence Orientation Faculty will initiate presentation of a one-week Intelligence Review Course, develop in detail a program for an Agency Mid-Career Course, and complete the final phase of development of Intelligence Orientation Correspondence Course.

Courses to be presented by the Management Training Faculty during Fiscal Year 1961 will follow essentially the same pattern as courses given during Fiscal Year 1959 and Fiscal Year 1960. Innovations of various types, however, will be undertaken during Fiscal Year 1961. As requests are levied on the Management Faculty, additional special courses geared to the requirements of specific components and specific professional areas of the Agency will be developed.

Besides the instruction now given in the use of duplicating machines, the Clerical Training Faculty plans to offer instruction in the use of the Flexowriter and of dictaphone machines.

Explanation of Changes in Financial Requirements Fiscal Year 1962 over Fiscal Year 1961:

The increase in average employment is due to putting positions on a full year basis. Aside from the increased average employment costs the periodic pay increases and corresponding life insurance and retirement contributions and putting health benefit contributions on a full year basis account for the personal services increase. The decrease in other operating expenses is due primarily to the non-recurring management course for top-level Agency personnel to be given in FY 1961 at [redacted] by the Harvard Graduate School.

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OFFICE OF TRAINING

NARRATIVE JUSTIFICATION (Cont'd)

Training Covering International Communism

General:

The School of International Communism develops and conducts Agency training programs at headquarters and overseas on the history, doctrines, organization, activities and capabilities of international Communism, on the special techniques of anti-Communist operations, on area knowledge of the USSR not conducted in the Russian language, and on the current political scene in Communist China. In addition, it participates extensively in covert training programs for foreign nationals and in programs on Communism sponsored by other U.S. government agencies.

Accomplishments Fiscal Year 1960:

The courses on Introduction to Communism and Communist Party Organization and Operations continued to run with substantially the same formats which had been used in the previous year with additional coverage, however, of China and Chinese Communism in the Intelligence Orientation Course. The Anti-Communist Operations course continued with the same format of seminar discussions led by the Clandestine Services personnel who have conducted operations against Communist Parties throughout the free world area. The USSR Basic Country Survey was conducted twice during the year, once on an 80-hour, full-time basis, and once on a 60-hour, three hours per day basis, in order to satisfy the varying requirements of Agency personnel for this type of training.

The School of International Communism contribution to the Junior Officer Training Program was shortened from six and one-half weeks in Fiscal Year 1959 to four and one-half weeks in Fiscal Year 1960, but all of the essential substance from Introduction to Communism and Communist Party Organization and Operations was retained. In addition, new material tailored especially for the trainees was added to this program.

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NARRATIVE JUSTIFICATION (Cont'd)

Training Covering International Communism (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

Activity in support of covert operational training was again expanded to include 152 man-days in 54 tutorial programs. The School continued to provide extensive support to the Foreign Service Institute of Department of State contributing in the Communism Seminar, the Junior Officer Course, the Mid-Career Course, the Senior Officer Course, and the International Labor Course.

The staff also continued its participation in courses at the Strategic Intelligence School, Naval Intelligence School, Naval War College, Air War College, Air Command and Staff College, and G-2 School at Fort Belvoir. Presentations outside the Agency in Fiscal Year 1960 totaled 59.

Student participation in regularly scheduled courses for Agency personnel in Fiscal Year 1960 was: Introduction to Communism, 238; Communist Party Organization and Operations, 48; Anti-Communist Operations, 35; USSR Basic Country Survey, 32; Junior Officer Training Program, 79, for a total of 432.

Objectives Fiscal Year 1961:

The School of International Communism plans to be responsive to the needs of various components of the Agency by being ready to organize courses or seminars to fill the specific needs of those components. Included in our plans are special courses on the Communist Parties of Eastern Europe and seminar course on Chinese Communism. The Junior Officer Training Program will include more seminar discussion in its four week schedule. The Basic Country Survey course will have its format altered to become a combination selected reading and seminar course with only a minimum time spent in lectures. We plan also to increase our competence in the area of Chinese Communism and Sino-Soviet relations not only to expand this coverage in regular courses but to have the ability to offer special courses in this field.

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NARRATIVE JUSTIFICATION (Cont'd)

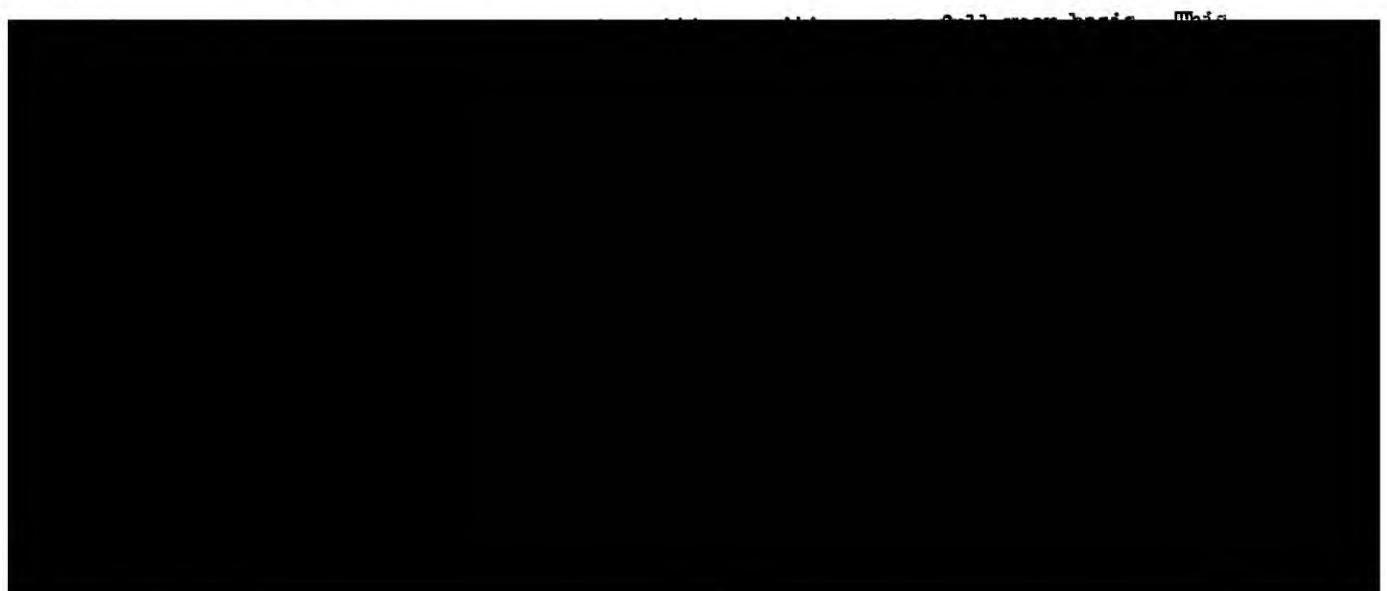
Training Covering International Communism (Cont'd)

Objectives Fiscal Year 1962:

The School of International Communism will have essentially the same objectives in Fiscal Year 1962 as in Fiscal Year 1961. We propose expanding the competence of instruction to provide more extensive coverage of Communism in such areas as Africa, Southeast Asia and Latin America.

Explanation of Changes in Financial Requirements Fiscal Year 1962 over Fiscal Year 1961:

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NARRATIVE JUSTIFICATION (Cont'd)

Language and Area Training

General:

The Language and Area School develops, administers and conducts all full-time and part-time internal training in foreign languages and foreign areas, the Overseas Effectiveness Program, the Voluntary Language Development Program, the Language Proficiency Testing Program, and participates in Qualifications Review and Placement Panels for all persons proposed for full-time language training within the Agency and for full-time language or area training at external facilities.

Accomplishments Fiscal Year 1960:

Considerable maturity of the Overseas Effectiveness Program (formerly called Personal Effectiveness Abroad Seminar) resulted from a second running of the Introduction to Overseas Effectiveness for senior officers and an additional running for Junior Officer Trainees, with a resulting awareness of the need for and usefulness of this type of training for both inexperienced and experienced personnel.

The year's most significant accomplishment was the re-orientation of the area training program. This involved the supersession of area study courses and seminars by the Americans Abroad Orientations as the main service provided by the staff. The area coverage of these orientations was greatly extended; their character was varied to suit the registrants' abilities and needs; content has been re-shaped in the light of the overseas effectiveness experience; the scheduling was timed to meet the individual's departure requirements. Courses mostly new and many times tailored for only one person, were offered on thirty countries of Western Europe, Latin America, the Middle East, Africa, and the Far East. Study aids, such as reading material, color slides, and taped lectures and talks, were greatly expanded. New Administrative procedures, facilitating the flow of overseas-bound personnel and their dependents to these orientations, have been developed.

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OFFICE OF TRAINING

NARRATIVE JUSTIFICATION (Cont'd)

Language and Area Training (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

The area staff continued to participate most actively in the Inter-Agency Area Roundtable. The staff, in line with the Roundtable's distribution of responsibilities in the development of study aids and services, assumed responsibility for building up color slide collections; the Deputy Chief for Area Training has been assisting in the drafting of a paper on the philosophy of area training.

A possible precedent in integrating area and operations training occurred when a briefing on [redacted] was incorporated in the Task Force Operations Familiarization Training Program.

The directed language training program has been broadened to the extent of including two classes in full-time Lebanese Arabic. Otherwise, the directed language training program has proceeded along the same lines as last year, with a noticeable trend in the direction of intermediate and advanced courses replacing some courses at the elementary level. Another innovation in the program is two semi-intensive courses to train individuals in Russian and English interpreting for use in the East-West exchange programs. The activities of the Inter-Agency Roundtable on Language Training have continued to exploit all possibilities for cooperation between Navy, State, Air Force, USIA, NSA, and CIA.

The changeover from three trimesters to two semesters a year in the Voluntary Language Training Program took place during the past fiscal year. Supervised laboratory work was offered in the summer of 1959 (10 weeks) to a total of 65 students who had already begun the elementary course in these languages. 148 students registered in 24 classes in 12 languages on the old trimester basis, 637 students registered in 82 classes in 13 languages on the 21-week semester basis, making a total of 785 students registered in 106 classes in 17 languages. In addition, 22 Junior Officer Trainees signed up for three special classes of 10 weeks' duration (Fall-1959) in French, German, and Spanish. Norwegian was taught for the first time in the Voluntary

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NARRATIVE JUSTIFICATION (Cont'd)

Language and Area Training (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

Language Program. The drop in total number of registrations this fiscal year (as compared with last) is the result of the phasing out of pre-elementary level classes in French, German, Italian, and Spanish. There was a significant rise in the number of students who took the Agency Language Proficiency Test at course end and attained a useful level of proficiency, a 100% increase over the preceding fiscal year.

In addition to the Voluntary Language Program, we have instituted in this fiscal year a tutorial training program for purposes of affording training possibilities in languages where demands are too small to justify classes, for training individuals to the point of admission to advanced courses, and to provide refresher courses for students with previously-gained competence in a language before departure for overseas. Since March, we have trained 59 individuals in 13 languages. Many of these would previously have been put into external training at rates substantially higher than those paid in the tutorial program.

The language proficiency testing program has continued to concentrate on test development and test administration. In the fiscal year, 2,478 written tests and 1,485 oral tests were given in 33 languages. Discussions are under way with State, USIA, ICA, NSA, and Navy to investigate the community of interest in inservice proficiency testing to attempt to combine forces on accomplishing our mutual objectives. Agreement has been achieved on the general forms of testing in which all are interested, and approaches have been made to the Civil Service Commission and the Office of Education, Department of Health, Education and Welfare, for support in this undertaking. Detailed agreements have not been achieved as yet.

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OFFICE OF TRAINING

NARRATIVE JUSTIFICATION (Cont'd)

Language and Area Training (Cont'd)

Objectives Fiscal Year 1961:

Principle objectives in the overseas effectiveness, language, area, and proficiency testing fields include: to continue developing and strengthening the Introduction to Overseas Effectiveness, and to introduce an advanced seminar and a course for overseas supervisors; to expand the country coverage of the Americans Abroad Orientations; to improve the incorporation of overseas effectiveness concepts and perspectives in these orientations; to enlarge the collection of reading materials, color slides and taped lectures; to develop a series of recorded interviews with returnees to be used in individual briefings; to originate area reading materials incorporating ideas on overseas effectiveness; to improve and refine instruction at the intermediate and advanced levels in language training through full-time and part-time courses at these levels; to strengthen the quality of instruction in full-time and part-time language training, particularly through continued instructor training; to continue to introduce special language courses, as required, dealing with tradecraft and interpreter-escort duties; to develop and improve the conduct and administration of the Voluntary and Tutorial language training programs and integrate them as fully as possible with regular directed training activities; to continue to develop language proficiency tests to meet current needs; to continue to encourage development of inter-agency cooperation, particularly for the coming year, in foreign language proficiency test development and administration.

Objectives Fiscal Year 1962:

Same as for Fiscal Year 1961, plus stimulation of essential research on problems of overseas effectiveness; creation of methods for greater exchange of concepts and experiences among government, business, and academic people and organizations concerned with training for overseas service; and broader participation in other-agency language programs, especially basic training and exotic languages, notably African.

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NARRATIVE JUSTIFICATION (Cont'd)

Language and Area Training (Cont'd)

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Clandestine Operations Training

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General:

This activity is responsible for all phases of training in the principles, objectives, and techniques of clandestine operations, both at headquarters and at [REDACTED]. Those courses conducted at headquarters are of an advanced, specialized type and are largely for personnel who have had basic clandestine operations training or the equivalent in field experience. Tutorial type training of U.S. and foreign deep cover staff and agent personnel and representatives of foreign intelligence services is also conducted in the Washington area [REDACTED] using safehouses and other safe sites. The activity also provides training materials to support Clandestine Services training and other programs overseas and prepares new training studies to fill the needs of field stations.

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OFFICE OF TRAINING

NARRATIVE JUSTIFICATION (Cont'd)

Selection and Development of Junior Officers

General:

This activity identifies and selects college graduates of high potential for Agency employment and arranges their training through formal courses and on-the-desk experiences in order to qualify them for assuming Agency responsibilities.

Accomplishments Fiscal Year 1960:

The most important accomplishment for Fiscal Year 1960 has been the establishment of the Junior Officer Training Program as the principal means of recruiting and training junior professional employees. As a consequence of this new policy, two further developments were introduced: authorization for an increase in the Program to a total of 263 Trainees (188 for Fiscal Year 1961) and an appropriate increase in the staff to meet these needs; and the establishment of two classes per year in order effectively to recruit and train personnel to fill stated requirements.

Entrance of Junior Officer Trainees into special programs of the Clandestine Services and subsequent provision for specialized training of the wives of men on these programs.

Agreement with the U.S. Marine Corps for training of ten selected Trainees each year.

A successful Pilot Program for training the cleared wife of one Trainee for effective participation in her husband's work overseas.

Closer cooperation with the Office of Personnel in the following: providing recruiters with written statements of the rejection status of candidates whom they have recommended; briefing recruiters on changes, requirements and specific needs of the Program; and assistance of the Chief, Junior Officer Trainee Program in the review by the Director of Personnel of former Trainees being considered by the Management Review Panel.

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OFFICE OF TRAINING

NARRATIVE JUSTIFICATION (Cont'd)

Selection and Development of Junior Officers (Cont'd)

Accomplishments Fiscal Year 1960: (Cont'd)

Recruitment of U.S. nationals of Far East extraction in Hawaii.

Increased use of personnel of the Assessment and Evaluation Staff in evaluating candidates while they are at headquarters for medical examination and interviews.

During the year 508 candidate files were reviewed, 537 candidates were tested, 291 preemployment medical examinations were administered, and 590 candidates were interviewed by the staff. Eighty-four individuals entered the Program through external recruitment and 8 entered from within the Agency. Forty-two trained individuals were permanently transferred to appropriate positions.

Objectives Fiscal Year 1961:

During Fiscal Year 1961 primary objectives shall be:

To increase the production of Trainees to meet anticipated needs of the Agency based on the authorization by the Director, Central Intelligence. This will involve closer cooperation with the representatives of the three Deputy Directors in such matters as establishing the numbers needed, the qualifications of training positions to be filled and training these individuals appropriately.

To increase the overall knowledge of trainees in at least one world language.

Developing follow-up techniques on the success of trainees under non-official or deep cover.

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NARRATIVE JUSTIFICATION (Cont'd)

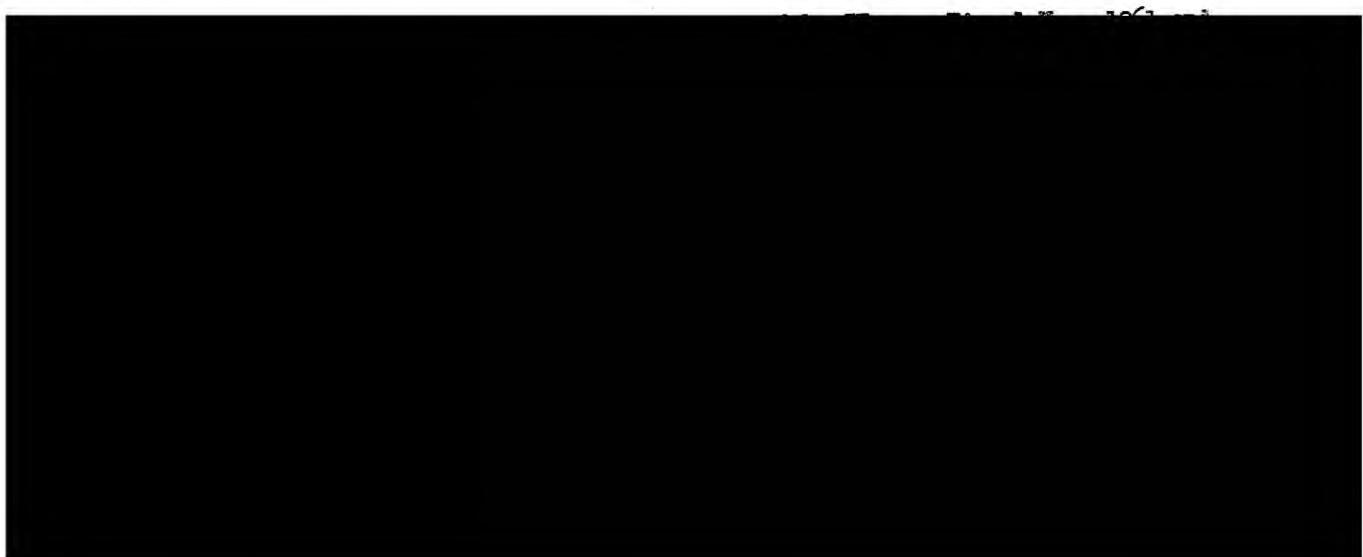
Selection and Development of Junior Officers (Cont'd)

Objectives Fiscal Year 1962:

During Fiscal Year 1962 the Staff plans further to increase the numbers of trainees produced in order to meet the estimated requirement of at least 123 trained individuals a year and follow up on the other developments of the Program as noted above.

Explanation of Changes in Financial Requirements Fiscal Year 1962 over Fiscal Year 1961:

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